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ABSTRACT

This document reports on a series of business-industry-union consultations initiated and coordinated by the Women's Bureau of the U.S. Department of Labor. Meetings were scheduled in five selected cities. These forums were structured around three main features: (1) a keynote slide-talk, which allowed for speed and effective presentation of a maximum amount of background information concerning women's employment, (2) a panel of government representatives, who described Federal, State, and local (if any) laws and programs prohibiting sex discrimination in employment and wage payments, and (3) a panel of employers and union representatives, who discussed affirmative action plans and programs for improving women's job status. Approximately 770 participants were at the five conferences: 200 each in Boston and Kansas City, 150 in Detroit, 140 in Atlanta, and 80 in Boise. Industry representation ranged from two-fifths to four-fifths of the conferees in all the cities except Detroit, where it constituted about one-third of the group. Men constituted the majority of participants in three cities. These conferences were set up as demonstration projects. (CK)

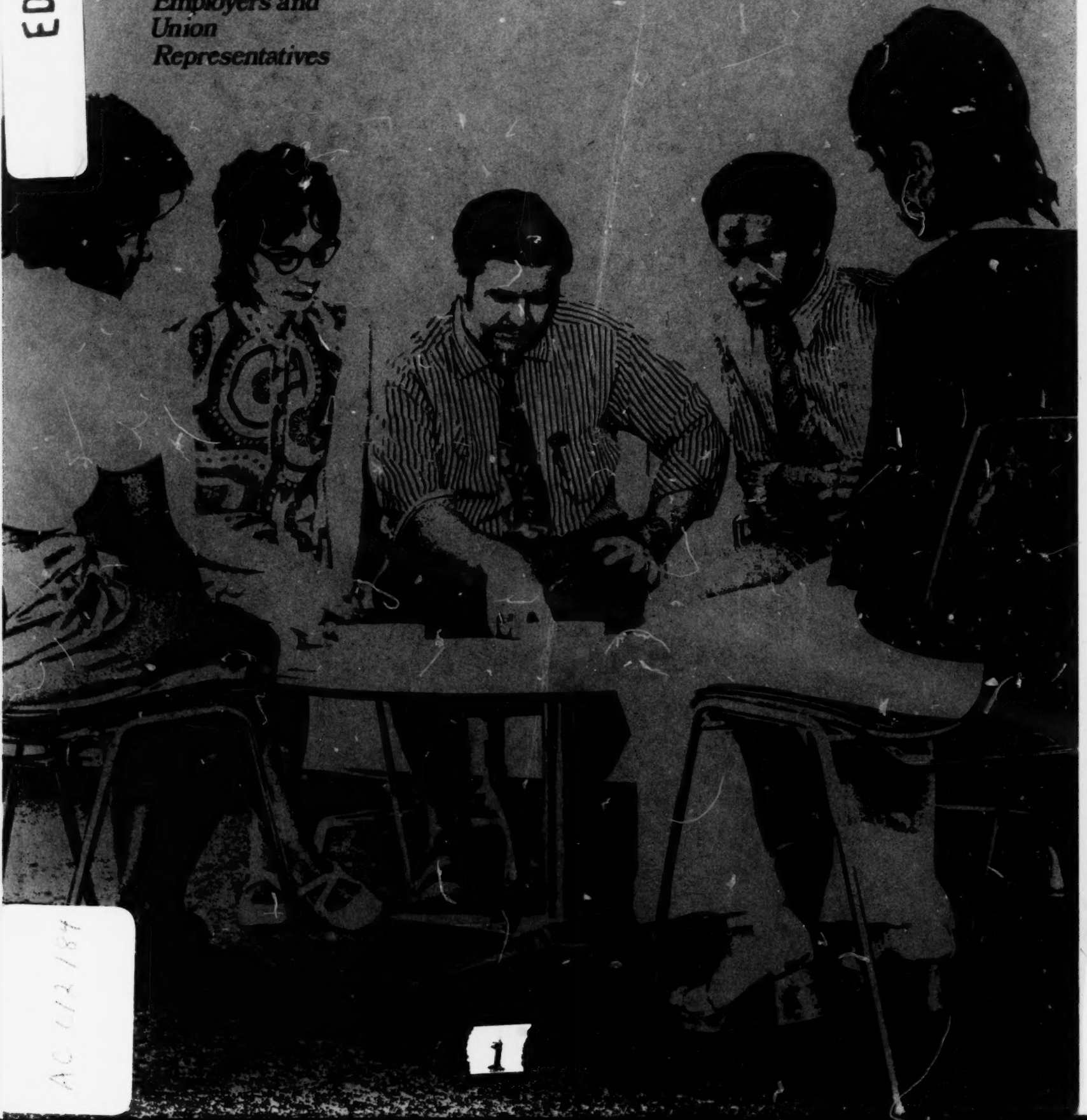
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*Guide to
Conducting a
Consultation on
Women's
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With
Employers and
Union
Representatives*

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
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*Administration
Labor*



AC 012184

*Guide to
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*Women's Bureau
Elizabeth Duncan Koontz, Director
Employment Standards Administration
Horace E. Menasco, Administrator
U.S. Department of Labor
J.D. Hodgson, Secretary*

*Pamphlet 12
1971*



FOREWORD

To facilitate an exchange of information on ways to decrease job discrimination against women and to broaden their employment opportunities, the Women's Bureau initiated and coordinated a series of business-industry-union consultations. The 1-day meetings were held during February 1971 in five cities: Atlanta, Ga.; Boise, Idaho; Boston, Mass.; Detroit, Mich.; and Kansas City, Mo.

The consultations were planned as demonstration projects because it was not possible to allocate staff and resources for additional WB-coordinated conferences. It was hoped that the pilot projects would prompt many other local groups to become interested in planning and conducting their own meetings. As the favorable response generated by the consultations has been widespread, leaders in other communities are now requesting advisory assistance for similar conferences.

To help in the planning of such meetings, this summary of the pilot consultations has been prepared. It is anticipated that the procedures and programs reported herein will be adapted to local needs and resources. Dialog generated at these meetings is expected to foster better understanding of women's potentialities and their greater utilization in the Nation's work force.

Elizabeth Duncan Koontz
Director, Women's Bureau

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Is there a story behind the consultations?

Following the celebration of its 50th Anniversary in 1970, the Women's Bureau reviewed its program for advancing the status of American women and felt that fresh efforts were needed in working toward its long-range goals. It was evident that attainment of the goal of equal employment opportunity required intensified concentration on eliminating job discrimination against women. Since discussions with representatives of management and unions in business and industry seemed essential, the Bureau scheduled meetings in five selected cities.

What was the primary purpose of the meetings?

The chief aim of the consultations was to provide a forum where management and labor representatives could examine the economic status of women with pertinent government officials. Major topics for consideration were basic facts about women's employment as well as legislation prohibiting job discrimination based on sex. From the discussions, the Women's Bureau hoped to learn how it could be helpful to employers and unions in complying with antidiscrimination laws and in effecting affirmative action to insure equal opportunities for men and women workers.

Underlying the meetings was the recognition by the Women's Bureau of its responsibility to help employers and unions to understand better the potentialities of women workers and how to meet the legal obligations to them.

The timeliness of the meetings was underscored by two fairly recent actions: (1) amendment of Executive Order 11246 effective in October 1968 to ban sex bias in the employment practices of Federal contractors and subcontractors and (2) issuance in June 1970 of guidelines interpreting the order. Expected to be released by the Department of Labor in the near future is a supplementary guidance order, somewhat similar in nature to goals and timetables contained in Office of Federal Contract Compliance Order 4.

Other pertinent actions include passage of the Equal Pay Act of 1963 (prohibiting wage discrimination) and the Civil Rights Act of 1964 (requiring, in title VII, equal employment opportunity regardless of sex). Fair employment practices acts and regulations prohibiting sex discrimination are also in effect in numerous States and localities.

How were the programs structured?

The forums, wherein management and labor representatives exchanged information and ideas with government officials and staff, were structured around three main features:

- A keynote slide-talk, which allowed for speedy and effective presentation of a maximum amount of background information concerning women's employment
- A panel of government representatives, who described Federal, State, and local (if any) laws and programs prohibiting sex discrimination in employment and wage payments

- A panel of employers and union representatives, who discussed affirmative action plans and programs for improving women's job status

Information presented in these sections of the program (described later in the report in more detail and along with special program features) provided a setting for further discussion of pertinent issues and concerns.

Where were the meetings held?

One pilot consultation was scheduled in each of the five administrative regions that the Women's Bureau had at that time. The community in each region was selected by the WB Regional Director on the basis of an understanding of local interests and needs as well as the working relationships that had been developed. The cities selected were Atlanta, Ga.; Boise, Idaho; Boston, Mass.; Detroit, Mich.; and Kansas City, Mo.

The major requirements of the meetingplace in each city were its accessibility and acceptability to all potential participants. It could not, for example, have a restaurant or bar that would not serve women or be a nonunion establishment if other facilities were available. Thus, it had to be either "neutral" or, if in a business, industry, or union building, agreed upon in advance by representatives of each group. In addition, it was essential for the meetingplace to have luncheon facilities, satisfactory parking arrangements, and an appropriately sized meeting room that was free or inexpensive.

As a result, four consultations were located in a commercial motel or hotel and one was in a community conference center.

Who coordinated and handled arrangements?

The principal coordinator of each consultation was the WB Regional Director. She received valuable and strategic assistance from various individuals and groups in each locality. Such cooperation was especially indispensable in those cities where the regional office of the Women's Bureau was *not* located.

Among major sources of local assistance, information, and advice were:

- Businesswomen and businessmen
- Organizations of employers, including trade associations and chambers of commerce
- Key union leaders and members of individual locals
- Labor union councils
- Chapters of pertinent professional and business organizations
- Community organizations
- Staff from the public employment office

- Continuing education staff of universities
- Staff from State and local agencies concerned with human relations, civil rights, or labor conditions
- Staff from other Federal agencies and other bureaus of the Department of Labor with offices in the conference city or region
- Other key individuals

How was local assistance coordinated?

The coordinators worked closely with local people who were knowledgeable about labor conditions in the community. Their cooperative efforts were arranged in either of the following two ways:

- Through a committee of 6 to 12 persons who discussed plans, approved the program, and accepted responsibility for specific assignments
- By working individually with various persons or groups having the special talents, resources, or information needed

Because of relatively brief lead time prior to the meetings, the necessity of getting quick decisions and action meant that the coordinators had to take responsibility for more detailed assignments than usually considered desirable. With a longer planning period, it would have been possible to distribute equitably the work connected with preliminary arrangements. Also, a longer lead time would have facilitated some of the work, such as contacting desired participants through business and professional association or union news bulletins and minimizing conflicts with time schedules of local meetings.

What preliminary arrangements were necessary?

After enlisting the services of knowledgeable community people for their coordinating committee or team, the WB Regional Directors consulted and worked with them on the spectrum of conference arrangements. Responsibilities for the principal arrangements were assigned to specific persons or groups whenever possible. Lists of the major responsibilities follow, grouped by those relating to program and participants and those primarily procedural in nature.

Program and Participants

- Planning the program content
- Selecting and inviting panel members and other speakers
- Suggesting and contacting local sources for names of appropriate individuals and groups to invite to the consultation
- Arranging for letters of invitation to be prepared and mailed as well as for any subsequent reminders

- Deciding what materials should be distributed to conferees and, if special ones are to be developed, planning and arranging for them to be prepared, assembled, and distributed
- Planning appropriate publicity, including the preparation of releases and flyers and deciding when and how they should be released
- Organizing a telephone committee to call strategic groups or individuals who do not register by a certain date
- Arranging for a printed program to be distributed at the consultation
- Preparing an evaluation form for the conferees to complete at the end of the consultation
- Deciding whether and when to hold a briefing session for members of each panel to discuss topics to be covered
- Arranging for thank-you notes to be sent to platform participants and others

Conference Procedures

- Selecting a date for the consultation that does not conflict with dates set for other community events that potential participants might expect to attend
- Finding an acceptable meetingplace
- Setting the registration fee
- Designating someone to receive and record mail registrations and fees
- Planning registration arrangements at the meetingplace and designating persons to act as registrars
- Designating someone to be responsible for seeing that the bills are paid
- Arranging for hotel accommodations for out-of-town speakers and panel members
- Deciding whether the meetings should be open to the press and, if so, providing for a press table and possibly a press room
- Arranging for press and/or TV interviews of the keynote speaker and others
- Estimating the number of reservations to make for coffeebreaks and/or luncheons (based on actual registrations plus a reasonable number of telephone and last-minute requests) and selecting the luncheon menu
- Assigning responsibility for seeing that the slide projector and screen are in position for the slide-talk
- Arranging for the distribution and collection of evaluation sheets

Who was invited to the consultations?

In line with their primary purpose, the invitational consultations were limited to a representative group (from 50 to 200) of leaders from businesses, industries, and unions in each community. (In Detroit, however, special circumstances called for the meeting to include a significant number of representatives of community organizations as well.)

Invitations to business and industry officials were directed to those in such policymaking and key positions as: company president, vice president in charge of employment, employment manager, personnel director, industrial relations director, foreman, and line supervisor. Union officials receiving invitations were primarily local officers, particularly of unions with significant numbers of women members. A small number of women who were especially active union members were also invited.

In addition, representatives from industry associations, labor union councils, and pertinent government agencies were included on the invitation lists.

How many persons attended?

The number of participants was about 200 each in Boston and Kansas City, 150 in Detroit, 140 in Atlanta, and 80 in Boise. The size of the audience approximated expectations in each city except Detroit, where icy road conditions reduced attendance.

Industry representation ranged from two-fifths to four-fifths of the conferees in all the cities except Detroit, where it constituted about one-third of the more broadly based group. The proportion of union representatives was highest in Detroit, with one-fifth of the total.

The remaining participants were primarily government officials and staff at the State and local level, attending because of their close involvement with legal or statutory prohibitions against sex discrimination and/or with related programs under discussion.

Men constituted the majority of participants in three cities: Boise, Boston, and Kansas City. Their representation was lowest in Detroit, where the community organization representatives included many women.

What was on the program agenda?

All five consultations followed a basic pattern in presenting information focused on the work status of women and on legislation prohibiting sex discrimination. Special program features were added in some communities, at the request of local planners.

Basic Program

<i>Item</i>	<i>Approximate time</i>
Welcome by WB Regional Director	15 minutes
Keynote slide-presentation by WB Director	30 to 45 minutes
Panel on legal regulations, including questions and floor talk	45 minutes to 1 hour 45 minutes
Social-bar period	30 minutes
Luncheon	1 hour
Panel on affirmative action programs, including questions and floor talk	30 minutes to 1 hour 30 minutes
Concluding remarks	15 minutes

Special features that added local flavor and variety to one or more of the consultations included:

- A reception-briefing for panel members and speakers
- A luncheon speaker
- An afternoon speaker on the dynamics of discrimination
- A dramatic skit about women workers by a theater group
- A panel of community reactors
- A period for unstructured small-group discussion
- Coffeebreak and rest period

The meetings generally began around 9 a.m. and ended in mid or late afternoon. In Kansas City, however, it was decided to start the formal proceedings with the luncheon and continue until late afternoon. Scheduled activities lasted from 5 1/2 to 7 hours, in accordance with local preferences.

The recording of the proceedings was strictly for internal use by Women's Bureau staff in preparing summary reports and developing materials to aid in replicating the consultations.

What agencies were represented on the legal regulations panels?

The panel on legal regulations in each city included among its members some staff from Federal agencies administering laws which prohibit employment and/or wage discrimination

based on sex. Brief statements about the Federal programs and requirements were presented, usually by representatives of the following agencies:

- U.S. Equal Employment Opportunity Commission
- Office of Federal Contract Compliance, Employment Standards Administration, U.S. Department of Labor
- Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor

The legal panel in one city included a contract compliance officer from the U.S. Department of Defense.

When a consultation was held in an area where State and/or city legislation prohibited sex discrimination, representatives from the agencies administering such legislation were also on the legal panel. Their presentations helped highlight similarities with and differences from the Federal regulations and the relationships among the administrators. Other representatives participating in at least one consultation were from the following types of State or local government agencies:

- State commission on human or civil rights
- City human relations commission
- State department of labor
- Office of the State attorney general

Why were there affirmative action panels?

Growing interest in the development and operation of affirmative action programs for women indicated the need to learn about the activities and plans of local employers and unions for improving women's employment status. The types of programs discussed included the full range of those that were already in operation, some being developed or in the early planning stage, and others that were just "glints in the eye."

Information useful in selecting panelists was obtained from local persons and groups acquainted with the employment programs of specific companies and unions.

What kinds of informational materials were provided the conferees?

Arrangements for background materials to be provided the conferees were made by each WB Regional Director following discussion with WB headquarters staff. Criteria for the selection of materials were the pertinence of available publications and the feasibility of preparing, within the time available, any additional reports describing the local work force and labor

laws. The kits subsequently produced and distributed on the morning of each conference generally included the following items published by the Women's Bureau:

Fact sheets on general and economic matters:

Day Care: An Employer's Plus

Excerpts from Trends in Employment of College and University Graduates in Business and Industry, 1971 (Northwestern University survey)

Fact Sheet on the Earnings Gap

Miscellaneous charts and tables on women workers in the United States

Suggested Steps in the Right Direction To Eliminate Sex Discrimination in Employment

The Myth and the Reality

Why Women Work

Women Workers Today

Leaflets on general and economic matters:

Changing Patterns of Women's Lives

Publications of the Women's Bureau (Leaflet 10)

Who Are the Working Mothers? (Leaflet 37)

Publications on legal matters:

Equal Pay Facts (Leaflet 2)

Laws on Sex Discrimination in Employment: Federal Civil Rights Act, Title VII—State Fair Employment Practices Laws—Executive Orders

Materials prepared for the consultation areas:

Statistical summary and tables on women workers in the State and/or community

Summary of State and/or city laws or regulations on sex discrimination in employment

The conference kits also contained several reports prepared by other Federal agencies, including:

Equal Pay Under the Fair Labor Standards Act, as amended in 1966. Wage and Hour Division, Workplace (now Employment) Standards Administration, U.S. Department of Labor

Facts About Title VII of the Civil Rights Act of 1964. Equal Employment Opportunity Commission

Handy Reference Guide to the Fair Labor Standards Act. Wage and Hour Division, U.S. Department of Labor

OFCC Fact Sheet and OFCC Guidelines. Office of Federal Contract Compliance, Workplace (now Employment) Standards Administration, U.S. Department of Labor

Toward Job Equality for Women. Equal Employment Opportunity Commission

Women in Apprenticeship. Bureau of Apprenticeship and Training, Manpower Administration, U.S. Department of Labor

How were the meetings financed?

The special expenses connected with the consultations were paid for out of registration fees of the participants. Such expenses included cost of the lunch, meetingplace rental (if any), printing of programs and invitations, and a few incidental items. It was possible to keep the registration fee low (generally \$10 or less) because all the speakers and helpers gave their services without charge. In addition, the Women's Bureau provided considerable staff services and informational material.

What followup activities resulted from the consultations?

It was realized at the outset that consultations focusing on ways of expanding women's employment opportunities are urgently needed in many communities throughout the country. Therefore this summary of the five consultations was prepared to serve as a guide for those interested in holding a similar consultation in their own community.

In addition, the following activities or events took place in one or more of the five consultation areas:

- Meeting of the coordinating committee to discuss and plan the next steps needed to implement the major purposes of the consultation
- Preparation by the coordinating committee of a brochure describing the local consultation through a montage of newspaper articles, releases, letters, and pictures relating to the event
- Discussion with persons interested in planning and holding a similar consultation in other communities
- Formal and informal talks before management, labor, and other community groups interested in learning more about topics discussed at the consultation
- Meetings and discussion with individual employers interested in developing affirmative action programs
- Conversation with industry, professional, and other associations about ways to improve women's employment opportunities

What variations in procedures might be desirable?

The size and scope of the consultation planned by a local group should, of course, be tailored to community needs, preferences, and resources—both human and financial. Participation may be communitywide or restricted to representatives from business and

industry only, unions only, educational institutions only, community organizations only, or any combination of these.

Employers, for example, may be especially interested in having a small-group meeting with pertinent government officials to discuss specific employment plans or problems. Or, on the other hand, there may be general interest on the part of representatives of educational institutions and/or women's organizations to meet with a large number of management and labor officials.

Consultation invitations may be extended to many of the local enforcement officers and other pertinent staff members of government agencies administering laws and regulations prohibiting sex discrimination. The attendance of these staff members can further increase public understanding of prevailing requirements. In addition, because of frequent unfamiliarity with detailed facts about women workers, the consultations may contribute important basic information to local staff.

Planning for large meetings should start at least 4 to 6 months in advance. For a consultation comprised of many different types of participants, it would be necessary, of course, to obtain a large meetingplace as well as help from numerous volunteers and/or staff from local organizations.

A consultation might vary in length from a half day to 3 days. A longer meeting time would obviously allow for more discussion and possible work sessions or subgroups. Important questions or ideas developed by the small groups could then be reported back to all the participants when they reassemble.

Decisions on the various conference procedures to be followed are most responsive to community needs when made by a planning committee composed of employers, unions, and other pertinent community organizations. Specific items about which their views are particularly strategic include:

- What groups should be represented at the meeting
- What should be the approximate size of the consultation
- Whether the program should focus on information-giving and/or development of affirmative action programs
- Whether communication techniques should concentrate on panel talks, visual presentations, discussions, a combination of these, or something else
- Whether the speakers and/or panel members should all be local residents or should include some from other cities
- Whether the participants should meet together in one group only or divide into subgroups for a portion of the time

- Whether questions submitted to speakers or leaders should be oral, written, or either way
- Whether background materials should be provided and, if so, whether in advance of the meeting, at the meeting, or both
- Whether a transcription of the proceedings should be made by an official recorder

How can some pitfalls be avoided?

Although review of potential pitfalls seldom can cover everything, the following suggestions may help to avoid those most likely to occur at this type of consultation:

- Inquire about dates of scheduled meetings of pertinent employer, union, and community groups prior to selecting a date for the consultation.
- Keep watch on registrations received so that if any major groups appear underrepresented, they can be given extra encouragement to attend.
- Give the panelists as much detailed briefing as possible about their individual roles and responsibilities.
- Keep as close as possible to the time schedule listed on the program.
- Give conferees the option of asking questions orally or in writing.
- Do not require questioners to identify themselves.
- If the proceedings are recorded, explain why, so that conferees will be willing to participate in discussion.
- Direct the attention of the conferees to any kit materials that are provided and highlight a few of their contents.
- Announce early in the meeting if an evaluation sheet is to be distributed, remind near the end of the meeting that it should be filled in, and explain how it will be collected.

What assistance will the WB Regional Directors be able to give communities conducting their own consultations?

The WB Regional Directors want to share with other communities the experience gained in the five demonstration consultations. To the greatest extent possible, they will seek to provide advice and technical assistance and may be available to participate in some consultations as a speaker, panel member, or resource person.

Since those taking responsibility for conducting a consultation will need the cooperation of other community groups, the WB Regional Directors will try to provide the names of potentially interested individuals and organizations. These would typically include members

of the State Commission on the Status of Women as well as any municipal commission of this type.

Local planners who wish to distribute background materials to their conferees may obtain help from the Women's Bureau. A sample kit of the materials distributed at the demonstration consultations will be sent free of charge as long as the supply lasts.

In addition, the WB Regional Directors will be pleased to describe pertinent WB reports available for distribution in quantity or for display purposes. They can also suggest other sources of information and indicate how local law or other students, women's rights organization members, or other volunteers might prepare reports of State and/or local laws and employment statistics which are similar to those prepared for the demonstration consultations.

Following are the addresses of the regional offices of the Women's Bureau, Employment Standards Administration, U.S. Department of Labor:

John F. Kennedy Federal Building, Boston, Mass. 02203
1317 Filbert Street, Philadelphia, Pa. 19107
1371 Peachtree Street NE., Atlanta, Ga. 30309
219 South Dearborn Street, Chicago, Ill. 60604
1100 Commerce Street, Dallas, Tex. 75202
721 19th Street, Denver, Colo. 80202
450 Golden Gate Avenue, San Francisco, Calif. 94102

U. S. DEPARTMENT OF LABOR
WOMEN'S BUREAU
219 SOUTH DEARBORN STREET
CHICAGO, ILLINOIS 60604

SAMPLE

February 1, 1971

The Women's Bureau is sponsoring a consultation to discuss the effects of Federal and State antidiscrimination laws on the status of employed women. Affirmative action programs which carry out legislative intent will also be examined. Participants will come from business, industry, and unions. In addition, other organizations whose programs are directed at discriminatory employment practices will participate. Federal and State Government specialists will comprise a panel which will discuss their respective programs. Another panel composed of representatives of management and unions will address themselves to action programs aimed at improving the job opportunities of women.

The Women's Bureau hopes to learn how it can be helpful in improving compliance with antidiscrimination laws and in stimulating affirmative action. Keynote speaker at the consultation will be Mrs. Elizabeth Duncan Koontz, Director of the Women's Bureau.

This consultation will take place on February 22, 1971, from 9 a.m. to 4 p.m. It will be held at the Engineering Society of Detroit Technical Conference Center, which is located at 100 Farnsworth Avenue, Detroit, Michigan, Tel: 832-5400. Additional information on the program will be sent to you at a later date.

The consultation fee (which includes the cost of luncheon) is \$10.00. Please make checks payable to the Women's Bureau February 22, 1971 Consultation.

Checks and the registration form at the bottom of this announcement should be sent to: Miss Juanita M. Walker, Rm. 618, Michigan Department of Labor, 7310 Woodward Avenue, Detroit, Michigan, Tel: (313) 871-6750. For additional information or assistance please call Mrs. Monica Cook, Conference Coordinator, Women's Bureau, U.S. Department of Labor, Chicago, Illinois, Tel: (312) 353-6985.

Sincerely,

Mary C. Manning

Mary C. Manning
Regional Director

REGISTRATION FORM

February Consultation sponsored by the Women's Bureau, Employment Standards Administration, U.S. Department of Labor.

NAME: _____

AGENCY OR ORGANIZATION: _____

ADDRESS: _____ TEL: _____

Please submit Registration Form and fee no later than February 15, 1971.
Reservations will be honored in the order of receipt.

NEWS



U. S. DEPARTMENT OF LABOR
OFFICE OF INFORMATION, WASHINGTON, D. C. 20210

SAMPLE

USDL -- 71-022

Eleanor Coakley
961-2188

FOR RELEASE: A.M. Editions
Tuesday, January 19, 1971

The Women's Bureau of the Department of Labor has scheduled meetings in five cities next month with labor and business representatives to discuss job discrimination against women.

The meetings -- to be held in Kansas City, Boston, Atlanta, Detroit and Boise -- will focus on Federal, State and local laws prohibiting sex discrimination in employment.

"The Bureau hopes to learn how it can be helpful to employers and unions in meeting the requirements for compliance with anti-discrimination laws and in effecting affirmative action to insure equal opportunity for men and women," Mrs. Elizabeth Duncan Koontz, Director of the Women's Bureau, explained.

Mrs. Koontz will attend each of the one-day meetings to present an overview of the economic status of women and existing discriminations that limit their opportunities.

Women's Bureau Regional Directors will coordinate plans for the consultations which are scheduled as follows: February 10, Kansas City, Mo., Miss Rhobia Taylor, Southwest Regional Director; February 12, Boston, Mass., Miss Grace Ferrill, Northeast Regional Director; February 16, Atlanta, Ga., Mrs. June Wakeford, Southeast Regional Director; February 22, Detroit, Mich., Miss Mary Manning, Midwest Regional Director; February 26, Boise, Idaho, Mrs. Madeline H. Mixer, Far West Regional Director.

Most of the meetings will follow the same format. However, the February 22 meeting in Detroit will be a preliminary one which will include a discussion of a united community approach to the problem with community groups. It will be followed a few weeks later by a consultation focusing on the special concerns of business, industry, and unions made up of management and labor representatives.

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SAMPLE

BUSINESS & INDUSTRY & UNION CONSULTATION
Boston, Massachusetts
February 12, 1971

We would appreciate receiving your unsigned opinion of this consultation to help us in planning other consultations of a similar nature. Please fill in the blanks and check the answers which best describe your reactions.

1. Please check the appropriate categories:

- ☐ Business and industry representative
☐ Union representative
☐ Other (identify type) _____

☐ Male
☐ Female

2. How much new information did you get from the meeting?

☐ A great deal ☐ A moderate amount ☐ Virtually none

3. Which portion of the program was most effective in communication?

☐ Keynote presentation ☐ Panel on local programs
☐ Panel on legal regulations ☐ Other (identify) _____

4. Which portion was the least effective? _____

5. Do you expect any changes to result from this meeting?

☐ Yes. If yes, what? _____

☐ No. If no, why not? _____

6. Check the 2 items below which you consider the major deterrents to eliminating sex discrimination at the present time:

- ☐ Reluctance of recruiters to seek out potential women employees.
☐ Difficulty of finding qualified women for skilled positions.
☐ Fixed attitudes of hiring officials about placing women in certain jobs.
☐ Reluctance of first-line supervisors to promote women.
☐ Unwillingness of subordinates to work under women bosses.
☐ Women's lack of ability or stability in filling top-level positions.
☐ Other (identify) _____

7. Please list any suggestions you have for improving future consultations of this nature.

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JAN 18 1972

on Adult Education